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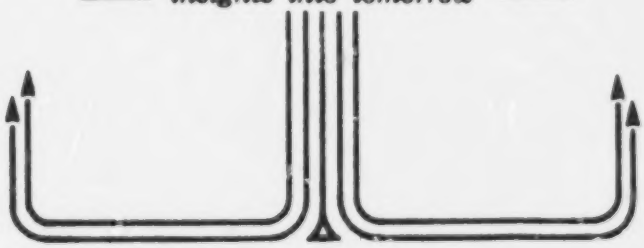
STUDENT REPORT

WALK TO THE LEFT—A Handbook for Air Force Aides

Major Edward W. Weise 82—2643

"insights into tomorrow"



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DEPARTMENT OF THE AIR FORCE
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WASHINGTON, DC

REPLY TO ATTN OF: DA

10 OCT ..

SUBJECT: Walk To The Left - A Handbook for Air Force Aides

TO: Fellow Administration Officers

1. Congratulations on your selection as an Air Force Aide. If you are looking for a challenging position, you've come to the right place. The hours are long and the work requires a lot of finesse and know-how but the rewards are great and very gratifying. At this point, the only question is "how can I prepare to do the best I can?"

2. This handbook can help answer that question. It's a handy reference book for first-time selected aides. It can keep you from trying to re-invent the wheel. The author surveyed other aides and relied on his own experiences to pull together the most salient points for easy access. It is in no way all encompassing. You will have to tailor it to meet the needs of your general officer. Therefore, take the first few months to clear up the gray areas.

3. I believe the guide will serve you well. You'll easily develop your own style as time goes on. Again, congratulations on your assignment and good luck in your career.

RICHARD G. LEVY, Colonel, USAF
Director of Administration

REPORT NUMBER: 82-2645

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Submitted to the faculty in partial fulfillment of requirements for graduation.

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PREFACE

This handbook was prepared as a Staff Problem Solving Problem at Air Command and Staff College. The purpose of the effort is twofold: first, to create an initial reference handbook for general officer aides, and second, to establish a source for the handbook so future aides can order their own copies.

The idea for this project grew from discussions with Major Jeff Stephenson on the lack of guidance available for aides. It was his impetus that got this project going and I thank him for his help along the way. We agreed that many hours are spent by each new aide re-researching the same things previous aides had. There was no corporate memory from which new aides could draw. A 1950s handbook entitled *Walk to the Left—A Handbook for Air Force Aides* had been reprinted by HQ MAC Protocol in 1970, but an update and better distribution was sorely needed.

I served as aide to a two star numbered air force commander for two years. Recognizing that this is limited experience when preparing a handbook for *all* aides to *all* generals, I fortified my position by soliciting information from classmates at ACSC who are former aides and by requesting inputs from current aides in the field. I specifically asked for information that they know and understand now that they wish had been available to them at the beginning of their aide tour. I also asked for their do's and don'ts and helpful hints to pass along. The material I got back from the field was very gratifying. Without it, the handbook would have been very shallow and represented only one man's experiences. Notably, in addition to pages of checklists, clippings and personal experiences, they sent five photocopies of the original *Walk to the Left*. The message was clear: much of this handbook was still considered valid and needed.

The hand-me-down copies of that handbook became the basic reference for my updated handbook. The title, in fact the whole cover, was kept intact to preserve a sense of continuity. I have borrowed heavily from the original handbook for the text and organization of chapters 1, 2, 3, and 4. Many sections are used almost verbatim with changes only for brevity and to eliminate solely male references. Many ideas were regrouped, and my inputs and those of the other aides were included in the appropriate sections. Still, nearly three quarters

of the material in these four chapters come from the original handbook. I am truly indebted to its unknown author(s).

Chapter 5 is taken mainly from a handout given to new brigadier generals, which is entitled *Information for General Officers*. It contains good information for aides, too. Chapter 6, a list of Do's and Don'ts, was compiled by Captain Dick Szafranski when he was aide to CINCSAC and was passed to me in good hand-me-down fashion. Thank you, Dick, wherever you are.

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A CHALLENGE

Welcome to the aide business. Much is expected of an aide, consequently you will get a considerable amount of personal satisfaction and official recognition for your efforts. An officer who is chosen as an aide has a rare opportunity. You will be given a premature peek from the shadows of the pedestal at the vast and awesome responsibilities of high command. You will be privileged to attend events outside the normal purview of your rank and associate with officers many years your senior. There are disadvantages, but the inconveniences of serving as an aide are trivial when compared to the opportunities. Perhaps the overriding privilege is seeing firsthand the modus operandi of persons at the top of their profession. The enlightening discovery is: while generals are indeed mortals, they have also solved in their own individual ways the complex formula for successful leadership, which with the rest of us continue to contend. This opportunity is of inestimable value to the career officer. It is also one which does not come easily. Make the most of it.

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Chapter One

NATURE OF THE ASSIGNMENT

This introductory chapter is an overview of the important aspects of aide duty. Do not take anything in this handbook as directive in nature; it is only to give you a first place to look in carrying out your general's desires.

SOME BACKGROUND

Among the least familiar sometimes misunderstood, and always interesting assignments is that of Aide-de-Camp. The duties of an Aide-de-Camp, or aide as it is more commonly known in Air Force terms, vary widely. Webster's dictionary defines an aide as "a person who acts as an assistant." This is about as precise a definition as aide duties allow. The earliest aides were little more than orderlies who looked after the comfort and personal property of the commander in the field. At the other extreme of the spectrum, some of Napolean's aides were men of exceptional military ability who gathered information for him and interpreted his orders to subordinate commanders. The staff concept in modern military organizations tends to reduce the involvement of aides in purely military matters. In the Air Force, the duties of the typical aide encompass a diverse grouping of military, social and administrative responsibilities. Aides are personal assistants. The nature of their duties varies with the general they serve: your job is to make the general's job easier. As an aide to one of the Joint Chiefs of Staff said, "Fundamentally, there is nothing special about being an aide. As with any assignment it requires nothing more or less than the highest degree of initiative, judgement, courtesy and dedication that an officer can muster."

PERSONAL QUALITIES

As a new aide you may be apprehensive about the scope and demands of the assignment. Take a deep breath and relax. You have been screened by at least a few people already. The same personal ability and professional qualifications which got you recommended and past the screenings will carry you through the new challenges.

Successful aides draw on past assignments and on their entire range of experience and education for solutions to the problems which aides encounter.

An aide is expected to be a model of military appearance, attitude and bearing. In discharging official duties and in unofficial contacts with military and civilians you must exhibit tact and courtesy. Right or wrong, it is a fact that people judge the general by the aide's actions. In the same vein, your personal life reflects also. Your every action must be characterized by control and moderation. Particular attention is placed on stable domestic and financial affairs.

An aide must have good judgement—common sense if you prefer. It is true that there are skills which must be developed and rules which must be learned and applied, but the difference between the highly successful aide and the aide who is merely satisfactory is largely a measure of the ability to function in those situations which are not covered by the rules. You must depend on your judgement in these circumstances. Confidence in your knowledge and judgement is the key to good decisions. And all of your activities must be guided by high personal integrity. Integrity is essential in an aide's relationship with the general and with the general's staff.

RELATIONSHIPS

With the General

It goes without saying that the aide must possess absolute loyalty to the general. The personal relationship between general and aide should be one of mutual confidence and respect; it will often approach the respectful and helpful "parent-child" relationship. The aide can best help develop this relationship by demonstrating competence and displaying a willingness to subordinate personal desires to the interests of the general. At all times you must take care that your demeanor is that of the military subordinate. There may be times and circumstances where the general will relax this relationship, but don't carry it over to other situations.

Individuals differ in their style and method of accomplishing their duties. General officers are no exception. To be maximally effective, you must take advantage of every opportunity to study your general. Become familiar with your general's attitudes, specific likes and dislikes, and way of doing business. Don't hesitate, especially early in your tour as aide, to ask exactly what the general's desires are on a certain topic. Ask about social plans, calendars, daily schedules, etc. If

If you wait to be told, it will probably be because of a mistake you've made. Knowing your general's tone and style will allow you to anticipate requirements, which is one of the marks of a successful aide.

In most cases you will spend the general's personal money for agreed upon items. The amount will depend on the desires of your boss. You must work this out with your general. Chapters two and six have further guidance and examples of previous aides' arrangements. You will not get rich being an aide; neither should you go poor. Keep track of every expense you make for the general and be sure to submit a statement and get reimbursed for it.

With the General's Personal Staff

The military members of the personal staff are authorized in Air Force Manpower Standards XXXX and XXXA for officer and enlisted aides, respectively. The personal staff will normally include a secretary and may include other persons such as a driver. Depending on the situation in the headquarters and the desires of the general, you may or may not supervise the personal staff. When you have supervision of the staff, you have the usual responsibilities of supervision: training; initiation of routine personnel actions incident to promotion, classification, and assignment; concern for housing, missing and general welfare of personnel; assignment of specific duties and evaluation of effectiveness; and approval of leave and pass requests.

An important member of the personal staff is the general's secretary. She (female secretaries are in the majority) usually has long tenure at the job and can be invaluable to an aide. She usually performs the functions of secretary and receptionist. She may also function as an executive officer, calendar keeper, guard, corporate memory and the best place to start when you have no idea where to turn. She has watched the successes and failures of many aides. Share what you know with the secretary and she'll share with you. You will benefit greatly. For instance, you may be working on a draft letter going out to a certain general. The secretary knows that your general just took a call from that general. If the information is shared with you, you can talk to your general to see if the tone or content of the letter should be changed or if it should be discarded. The two way street of sharing information works with all members of the general's staff.

With the Military Staff

The relationship of the aide to the general infers a relationship with the other officers in the command. Aides are not commanders or assistant commanders. You should never construe your position as placing you in command channels. You must work with the general, and also the vice commander, deputy commanders, chief of staff, deputy chiefs of staff and others, in close harmony. You will be working routinely with these officers and their help and goodwill will lessen your burden considerably. If you don't have the confidence of the staff, your ability to help the general will be impaired. The quickest way to lose the confidence is to fail to understand and respect the staff's role.

The overriding consideration which tempers every aspect of the aide's relationship with the military staff is that the aide shall not infringe upon the sphere of operations of any staff agency. Translation: Stay In Channels. Your initial point of contact in a staff agency should be the officer your general holds responsible for that staff action. You will be tempted, especially when time is critical, to perform duties or assume responsibilities of another function on the staff. DON'T. If you are required to act for a staff officer, or if the general tells you to personally take charge of an action which would normally be done by a staff officer, you should coordinate in advance with that individual's boss and the individual. If this is not possible, back brief the individual as soon as possible.You must give the staff officer the details of what prompted your intervention, the nature and extent of your action, the present status and any follow-up action you've generated. If you've muddied someone else's waters, give the situation back in an "under control" status.

To develop a satisfactory working relationship with the staff an aide must know the staff. A thorough understanding of the concepts of staff organization and procedures is important. More acutely, the aide must acquire specific knowledge on the organization and functioning of the general's particular staff. No two staffs function alike. This is because no two general officers apply the principles of staff utilization in exactly the same manner and because of their varied experiences, abilities and personalities. A personal acquaintance with all staff officers and a knowledge of their attitudes and methods will give the aide the best approach for dealing successfully with the staff.

With Other Generals and Senior Officers

By nature of your position you will become familiar with many other general and senior officers. At times they may become extra friendly, belly-ache, share confidences and generally let their hair down. Do not treat this as an invitation to reciprocate. Although they do not swear you to secrecy, these are not anecdotes to repeat at the bar. You owe your general and these officers loyalty. Most of them know and appreciate your position as aide. They will treat you as they were treated as aides or as they treat their aide. This is but one of the varied aspects of aide duty.

With Families: the General's and Yours

As generals come in all varieties, so do generals' spouses. Just as you must study and learn the style of your general, an understanding of your general's spouse will help you perform your duty. If you can help keep the general's household running smoothly, you have lessened the general's burden, and that is what aide duty is all about. You must keep the general's household informed on all plans and arrangements that affect them. An information exchange session with the general's spouse at the outset of your tour of duty will help you fill in a lot of trivia you will need to know about the general and how their household is run. For instance, the general may dislike cauliflower but not be able to recall it to tell you; the spouse surely can. They may require extraordinary punctuality at parties, for a second example. It is good to understand early what the general's spouse perceives your role to be.

With regards to perceptions, don't forget to consider how your own family sees your aide duties. It is too easy to push the familiar aside when something new and challenging comes along. You cannot leave your family behind. They have to be involved in your adventure. Talk to former aides and have your spouse talk to theirs. Find out how they handle their personal lives. Get your family's concurrence or at least make them aware of the challenge ahead for you and them.

DRESS AND APPEARANCE

The aide's uniform is distinguished by two items: an aiguillette and the aide insignia. AFR 35-10, chapter 7, covers their proper wear. The single rope aiguillette is worn on the combination 1 and 1A service coat. A double rope aigullette is worn on the mess dress uniform. Aiguillettes are worn only when the aide needs to be clearly recog-

nized The aide insignia are worn on combination 1 and 1A service coats only. Note that aide insignia are no longer authorized on any shirt. The Clothing Sales Store is the source of both items. You will probably have to special order them. The aiguillettes come in silver-grey rayon and metallic silver cord. You should balance the relative cost, appearance and comfort of the two styles before ordering. They may also be obtained through normal supply channels if time is not a factor.

Proper dress and grooming are doubly important during your tour as aide. You represent your general as well as yourself. If you have put off getting new uniform items, do it now. If your civilian clothes are flashy or out of date, replace them with clothes that reflect conservative good taste. When required to accompany the general in civilian dress you should set your attire to the general's standard. Your style and accessories should conform also. This rule similarily applies to military uniforms. You should wear the service uniform favored by the general. In all cases avoid "out dressing" the general. Your general is to be the focus of attention.

You must be prepared to advise the general on correct dress for various social and ceremonial occasions and on appropriate attire for travel within the CONUS and overseas. You must become very familiar with AFR 35-10, *Dress and Personal Appearance of Air Force Personnel*. Uniform and dress in most of the United States is fairly standard. If you are unsure of the requirements for a social event or for the area to which you are traveling, a phone call to the host or local aide or exec will set you straight. Wear of uniforms in the Washington, D.C. area deserves special attention. If your general is a frequent traveler to that area, get the proper facts from AFR 35-10 and keep them updated. If the general's visits are infrequent, a phone call to the Air Force Protocol office in the Pentagon (AV 227-8341/2422) will get you the current information.

When traveling overseas there may be special dress rules that apply. You should consult the *USAF Foreign Clearance Guide*, which can be found at Base Operations, for specific cases and countries where uniforms or civilian clothes are mandatory. The foreign clearance section in AF/XOXXI is the reference point for such requirements. An informal source of information is the aide at the base to be visited or the air attache in the foreign country. The aide to the host general can supply information on uniforms and civilian dress requrements. You should request information on local dress requirements when you send the area clearance request or notification of travel message.

Chapter Two

ADMINISTRATIVE DUTIES

This chapter discusses the administrative tasks often assigned to aides and gives some suggestions for accomplishing them efficiently. The specific administrative duties which an aide performs depends on the desires of the general. Much of an aide's administrative work is concerned with planning and coordinating. One thing you can be sure of—administrative details are time consuming. Some of them may seem too trivial for your consideration, but watch out! The seemingly unimportant details have a way of becoming important issues when neglected. The time to attend to these details is during the planning stage.

ADMINISTRATIVE CHANNELS

The coordination of plans is one of many tasks requiring consultation with the staff. To successfully carry out your administrative duties, you must become well acquainted with the staff officers and their areas of responsibility. You need clear-cut channels to work in. These consist of both formal chains of command and working arrangements with individual staff members. In most cases you will deal with officers of considerable staff experience and of higher grade. You must approach them with tact and without preconceived ideas. Sometimes staff officers will want you to go directly to one of their subordinates to get the job done. If you have worked out such an operating agreement, be sure you use it only as intended, or you will find the agreement withdrawn. The following suggestions may help in establishing administrative channels:

1) The number of people who deal directly with the general is limited; the number of people you deal with should be limited.
2) Ordinarily you should deal with the principal officer in each staff section.
3) The channels/working arrangements should be clear-cut. when possible they should conform to established staff practices.
4) Channels are established to accomplish the general's projects. You should not abuse them for personal benefit.
5) Once you've established channels, stay in them!

The idea is to open and keep open a two-way flow of communication between you and the staff. The staff is as interested as you are in keeping these channels functioning properly.

APPOINTMENTS

A general's time is valuable. Because of the great demands placed upon it, you must help budget the general's time. Your general's appointment book, often called "the calendar," will help do this. The degree to which you personally manage appointments and commitments is a matter among you, your general and the general's secretary. It depends on the office arrangements and the general's desires. The point to be made is that there can be only one calendar—only one place where the general's appointments are kept. All others are copies of that one master appointment book. If you are not the keeper of that one master book, it is your responsibility to check the book before committing the general's time. Also, if you are not the master bookkeeper, as the aide you need to be notified of every change made to the master so that your copy stays current.

STAFF PLANNING CALENDAR

All of the members of the general's staff need to know the general's plans. They need to know so they can coordinate their actions to the times the general will be in the headquarters and not occupied with other briefings or meetings. They do not need every detail off the calendar, only the blocks of time the general will be unavailable to the staff. Most headquarters have an operating instruction which states who publishes and distributes the general's planning calendar and how frequently. As the aide you have to be sure that it reflects all of the appropriate information. If something changes after your initial input, make sure the OPR for the staff planning calendar knows. Here are a few things to include on the calendar:

1) Recurring staff meetings; religious, civic or service organization meetings.
2) Arrivals and departures of distinguished visitors; inspection and staff assistance teams visiting your organization and from your headquarters to subordinate units; local community events.
3) The general's personal commitments—obtain regular inputs from the general's spouse.
4) Free time for physical conditioning and recreation.

BIOGRAPHICAL FILE

Chances are a biographical card file already exists in the command section. If properly maintained, it will be very valuable when you go to brief the general prior to appointments. The biographical card file should contain background material on organizations and individuals with whom the general comes in contact both socially and officially. It contains information to refresh your general's memory of people with appointments or of organizations. The appropriate cards should be attached to the general's copy of the daily schedule where they can be reviewed readily. CAUTION: Obsolete information is worse than no information. The cards must be kept current.

One recommended biographical file system uses 3 × 5 cards. This size provides ample space for recording the required information without crowding. The card file should include section for local organization, local key persons and personal acquaintances. Other categories may be appropriate, especially in Washington D.C. and overseas. A sample format for the cards is in the appendix.

CORRESPONDENCE

A great deal of official correspondence is routed through a general's office. Aides have frequent occasion to handle both outgoing and incoming mail.

Outgoing Correspondence

You will be concerned with both official and unofficial correspondence. You will be required to prepare both types for the general's approval or signature. Although most official correspondence will be prepared by the various staff sections, you need to become skilled in the preparation of the military letter. It may also fall to you to train a new secretary or administrative specialist. Two booklets will help you in any case. For the basics of punctuation, verb tense, parts of speech, etc., AFP 13-2, *Guide for Air Force Writing*, is the primary source. If you have a good foundation in basic English usage, then Air University's *Tongue and Quill*, AU-22, will provide the polish you need to prepare good military correspondence. *U.S. Government Printing Office Style Manual* is also a good standard reference.

The bulk of the personal correspondence you will write will be thank you notes, responses to invitations and letters of appreciation. You probably have some knowledge of military correspondence but

may lack familiarity with the techniques and forms of social correspondence. YOU SHOULD HAVE A GOOD SOCIAL ETIQUETTE BOOK IN YOUR REFERENCE LIBRARY. There are several listed in the Aide's Reference Library in the appendix.

The personal correspondence which you will draft for the general presents a new and interesting problem. You must write in your general's personal style and vocabulary. You need to know the general's relationship with the addressee and try to express ideas as the general would. You'll have to learn what tone and level your general would use in different situations and with different people. You must be able to convey a portion of the general's personality. It is a task that is more interesting than it is hard, but you must work at it.

Many former aides recommend that you keep a file of examples of your general's correspondence. You should include in this file letters prepared by the general, drafts which the general extensively revised and those which received favorable comments for style. If you are really having a hard time finding the right style, a phone call to the general's previous office may set you straight. Also, don't hesitate to ask the general directly. A short session early in your tour will save many rewritten letters. A file of this kind of correspondence will also help you train successor.

Incoming Correspondence

The Director of Administration is the staff officer primarily responsible for determining distribution of incoming correspondence. You can assist by advising the Director of Administration when the general expresses a definite interest in a certain subject.

Often the aide is delegated the responsibility for screening the official mail destined for the general. Through your knowledge of the general's desires and the staff functions, you may want to reroute some reports and correspondence. Some subjects interest the general directly and should go straight in; other correspondence may need to be staffed through the headquarters first. You may have to ask at first, but you will learn quickly what should go where first. Remember as aide you are working partly for the staff, too. Give the staff a "heads up" on knotty problems or something that may be a surprise. Giving the staff a chance to be prepared can smooth overall staff operations and this contributes to managing the general's time. The general should only have to see most paperwork once.

You will not be opening unofficial mail to the general unless directed to do so. If you are, be alert for policy information from the

general's superior that is received in an unofficial letter. When this is the case or when a letter influences the general's decision in formulating policy, extract that part of the letter which is pertinent and place it in the official files as background information. Indicate the reason this policy was formulated or action taken.

The general's personal mail also contains monthly statements and bills. Often the payment of these bills is the aide's responsibilty. Let's talk next about financial arrangements.

FINANCIAL ARRANGEMENTS

Financial arrangements between general and aide do not normally present a problem. To prevent problems from developing it is essential for you to understand exactly what the general expects in this area.

Official Funds

Official funds, known variously as contingency funds. official representation funds or PEC money, are appropriated by Congress for the entertainment of official guests of the Air Force and the US government. Since these are appropriated funds, they are disbursed and accounted for by the comptroller. You, however, are the general's line-of-sight expert on these funds. You need to know the restrictions placed on expenditures, the administrative procedures for spending the money and the balance remaining for the year. AFR 11-16, *Contingency Funds—Miscellaneous Current Expenses—Official Representation—PEC 91515F*, is the regulation which governs the spending and reporting of these monies. Read through it and then get together with your comptroller to discuss it so you will have a thorough knowledge of the system. You are not learning to be a comptroller—you are learning to use their services to your best advantage. Similarly, discuss this regulation with your JAG.

Generals in some command positions will also have Special Morale and Welfare funds available. These funds are nonappropriated funds, coming from Army and Air Force Exchange Service benefits, and operate under less stringent rules. The availability of two funds sources provides greater flexibility in planning social events in the command. It is important for you to learn who in your command structure allocates these funds so that your headquarters gets its fair share.

Personal Funds

In all likelihood you will end up spending some of the general's personal money. Your payments will be for BOQs, luncheons, beverages, almost anything. You should establish a system of recording and accounting for all expenditures. This is good business practice and will eliminate the possibility of embarrassment. The receipt and a brief explanation of the expenditure should be kept.

The arrangement for reimbursement is whatever you and the general agree to. It may be that you submit an itemized statement for payment every month or every $150. Or the general may start the account with a check to you and tell you to ask for more when it is gone. In any case, you must know your charter with regard to spending the general's personal money. A bounce-proof checking account is highly recommended. Former aides have even opened a separate checking account because of the volume of business. As with everything in the aide business, planning ahead will keep you in good stead.

TRAVEL

Most general officers are required to spend a considerable portion of their time TDY. The aide normally accompanies the general on official trips. An aide who is instructor pilot qualified may also perform as the general's pilot. This section will cover only the duties of an aide while traveling since instructor pilot duties are well defined in operations regulations.

General officers may travel on MAC aircraft in MAC Mission Observer (MMO) status at the invitation of CINCMAC. Generals of three and four star rank may be accompanied by one aide or executive officer. MMO authority is issued by letter or message, or published in travel orders. Requests for MMO authority, including proposed itinerary, should be sent to HQ MAC/DO for approval 10 working days prior to the expected date of travel. For further details, see MACR 55-1, Chapter Three.

Prior to Departure

Planning is the first step in preparing a flawless trip. Discuss all of the options with the general. Determine the purpose of the trip, where you will be going, who will go along, how long you are going to be gone. You will need this basic information to coordinate the trip. Coordination is essential. The people being visited as well as those making the trip need to be able to plan. The organization being visited

should be told the purpose of the trip, its timing and duration, and who is in the general's party. This allows them to plan for adequate facilities and will ensure that key personnel from functional areas are available for discussions.

The development of a travel checklist is an excellent way for an aide to ensure the right things are done at the right time in preparing for a trip. A sample checklist is included in the appendix. You will want to add or delete items to make it pertinent to your command and headquarters.

Some special considerations in planning a trip are foreign clearance, security clearances, and honors and ceremonies. When planning overseas travel, you need to refer to the *USAF Foreign Clearance Guide*. The General Information, Special Notification or Special Clearance section contains clearances required, who to address and other information pertinent to your general's travel. If your general is going to receive classified briefings during the trip, you should ensure that your Air Force Special Security Office (AFSSO) or intelligence office sends the general's security credentials to the appropriate office at that base. This is the proper way for the hosting unit to know your general's security clearance. You should include the credentials of the other members of the party also. With regard to honors and ceremonies, DOD and Air Force personnel who are entitled to ceremonial honors are encouraged to decline routine honors unless the ceremony serves a useful purpose such as improving morale or maintaining national prestige (theirs or ours). A simple "Request no honors." in the travel notification message will satisfy this.

CT-39 Travel

USAF general officers frequently travel stateside on MAC's fleet of CT-39 aircraft. These aircraft are operationally controlled by MAC/DOOF at Scott AFB IL. If your general is a frequent user of this Administrative Airlift, you need to become familiar with how the system operates, how to request transportation, and what to do if plans change in the middle of a trip. Early in your tenure you should seek out and talk to your airlift validator.

The validator is the only person in your headquarters from whom MAC will accept requests for CT-39 travel. They may talk to you, but it has to be backed up with a request from the designated validator. In your discussion be sure you understand the lead times required to support your general's movement. Admin Airlift will attempt to support all members of the general's party at the same time, so it is important

that you identify members as such. If you add a person to the traveling party after submitting the original request, be sure that you identify the added person as part of the general's party.

Even the best planned schedules are subject to changes. If you know of changes to your requirements for airlift, let MAC/DOOF know. You can tell the aircraft commander, you can relay through your home station command post, or you can call direct to Admin Airlift at AV 638-5851. Most aides work through the aircraft commander or their own command post, but if you are at some enroute base without support, contact the DOOF duty officers directly. They manage a dynamic CT-39 system and can get you and your general help.

After the Trip

Upon completion of the trip you are responsible for much of the cleanup paperwork. You will normally be responsible for having kept track of the itinerary times to complete the general's travel pay voucher. If you have made efficient use of your time in the air, you will already have drafted thank you notes for each time the general was extended a courtesy. Remember the five day rule; they must be done promptly. While we are on the subject, don't forget your own thank you's. When you attend a social function as the aide, the general's thank you suffices for both of you. However, if you were extended a special courtesy beyond the scope of being there as the aide, it is appropriate to state your appreciation in a separate note. Similarly, you come in contact with people during a trip that the general does not see but who make the travel smoother or more pleasant. That's your thank you note to write and sign.

If it is your general's style to have you take notes at meetings during a trip, you will need to have them typed up. To save time, learn to dictate the notes directly to the secretary. The typed notes may be used to brief the staff on discussions or problem areas, or they may be the basis of the general's input to a trip report compiled from all members of the traveling party. As always, your job is to aide the general in any way you can.

A final point on travel: if your general comes in contact with any citizen of a communist country, it must be reported according to AFR 205-57. This applies to you, too.

PUBLICATIONS

Requirements for publications will vary in the command section. Do not attempt to maintain a complete publications library; use

established ones. The Director of Administration should have all pertinent publications and can order or borrow those not readily available. You can obtain office copies of frequently used Air Force publications and commercial books (on etiquette, for example) through your Director of Administration. The commercial books will be ordered through the base library under AFR 212-1, *Air Force Library Service*, provisions.

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Chapter Three

SOCIAL AND COMMUNITY RELATIONS

Personal contact is the most effective way to arrive at mutual understanding. The general officer applies this axiom internally with the people in the command and externally with prominent members of the civilian community. The social function is a means of creating a conducive atmosphere for the development of good command and community relations.

MILITARY RELATIONS

The frequency and level of social contact between the general and the staff depend on the general's style. At a small installation the general may wish to follow the custom of each new officer making an official call on the commander. Most people would deem this impractical at today's larger bases—the general would do nothing but greet newcomers. There are various ways of providing the social contact without creating a burden. Sometimes official receptions are held after a large turnover of personnel or upon the arrival of a new general. To meet the year-long parade of new people, many organizations hold monthly Hail and Farewell gatherings. The general and spouse may prefer to hold an official reception in their quarters. The traditional reception on New Year's Day may suffice some general's style. The general officer has the privilege of making policy on official calls. You should be prepared to carry out that choice.

Policy on Official Calls

You should determine the general's policy regarding official calls and be prepared to answer all questions. you can head off many time consuming routine calls by publishing the policy in a Headquarters Operating Instruction.

CIVILIAN RELATIONS

Most people are strongly influenced by what certain other individuals think. Once the leaders of public opinion in a community agree in their attitude toward something, the majority of the citizens

usually follow. These leaders are Key Persons in the public relations field and it is very important that your general maintain cordial relations with them. Social contact with these local opinion leaders will promote a favorable attitude in the community toward the Air Force and Air Force base in their community.

The installation Public Affairs Officer(PAO) and staff are the primary point of contact for community relations matters. You and your general will benefit if you work through the PAO when the local community is concerned. The knowledge you gain in coordinating with the PAO can sometimes become suddenly important. If the general elects to go to a community relations event without the PAO, then you are an instant PAO. Your ability to help here will be in direct proportion to your knowledge of the community. Your PAO can also provide tips like who are the over-ambitious press reporters who want to quote you as a "Air Force source close to the general." You can also help the true spirit of military-civilian relations by being aware of who the worker bees are and making sure they get the kudos as well as the usually prominent bow-takers.

Key Persons

The PAO maintains a list of local Key Persons. Study your copy to be sure that you (and the general) can properly spell and pronounce each name and know the proper title and form of address for each. The list should contain the following groups of people:

1) Officials of national, state, county and city government. Prominent ex-officials may be appropriate.
2) Prominent member of the judiciary.
3) Leaders of professional groups (legal, medical, educational, etc.)
4) Religious community leaders.
5) Key news media personnel (radio, TV, newspaper.)
6) Chamber of Commerce officers and officials of other civic groups.
7) Socially prominent persons.
8) Retired general officers.

You general will get to know and maintain contact with people of the local community by attending their business and community service club meetings, at community celebrations and through an exchange of social visits. The Air Force community reciprocates by including these local Key Persons in their social events. One of the most popular forms of socializing is the official reception.

OFFICIAL RECEPTIONS

Receptions are a convenient way for the general to greet and be greeted by a large number of people. It also provides the guests the opportunity to meet with each other. The reception is a way of mixing military, civilian, husbands and wives in a fashion not offered by other forms of social contact. Official receptions are usually held at the Officers' Club, although other places are acceptable. Receptions are large undertaking and require careful planning by the project officer and the aide.

A project officer is normally appointed for official receptions. This officer will assume responsibility for planning the reception. The aide may be the project officer, but it is usually better if the aide is left to be an extra coordinator.You must coordinate with the general and through the project officer. Accordingly, you should accept your share of the responsibility for a smooth running event, be it a success or a failure. You can expect the project officer to use you as an authority on decorum and protocol. Have your reference books ready! The appendix contains a planning checklist for receptions.

Receiving Lines

A receiving line is a practical and efficient way of getting people at a reception. AFP 900-1. *Guide to Air Force Protocol*, contains the procedures for setting up a receiving line. Only the aide's role is highlighted here.

The aide has a very prominent role in a smooth-flowing reception line. You will usually serve as the first person in the receiving line—the announcer. Your function is to announce or introduce the guests to the general. Depending on the size of the recetion, you may need to arrange for one or two officers to aid flow control and keep the line properly spaced.

As the announcer you will stand just to the side of the general. You are not, however, a member of the receiving party. You should not shake hands with the guests. You must clearly and distinctly pronounce the guests name when announcing them to the general. You must meter the input of guests to the general in accordance with the flow of the entire receiving line.

SPEECHES

Most generals receive a substantial number of invitations to speak at various civilian and military meetings. Sometimes you will be in-

volved in the pre-invitation phase of a speaking engagement. "Will the general be available to speak to a specific group on a specific day?" This is just a feeling-out; you should not commit the general or refuse outright. Take the information and consult the boss.

Some generals prefer to write their own speeches; others request someone else to write them. Sometimes that someone is you—the aide. Regardless of who writes the speech, you will probably be at least a post-production researcher and the audiovisual specialist.

If you are the someone who writes the speech, remember that like writing letters for the general, it may take a few attempts to get the first draft approved. Apply all that you have learned about the general's style, all that *Tongue and Quill* says about analyzing the audience, and remember who has to do the actual speaking. It must sound like the general wrote it.

As a researcher, be sure of your facts and figures. Have a good source and use the data in the same context as the source. Is that 75 percent of the federal budget, the DOD budget or the Air Force budget? Don't assume the source meant the same thing you want the figure to mean. If you must use a controversial source or set of facts, make sure the general knows the surrounding arguments.

You will probably be the audiovisual specialist because you will be the one traveling with the general. You'll set up the slides, graphs, microphones or any other special requirements. You make the last minute check of everything to be sure the general comes off in the best light possible. Even if someone else does the work and is responsible, check it out for yourself. If there is anything nonstandard or new to your general, brief it. You don't want your boss to stumble over something new up in front of an audience.

During the speech, position yourself in the place where you can do the most to help. This is usually in the projection booth where the lights, projectors and microphones can be controlled. You need to pay attention during the delivery. If you can recover the situation before the audience knows there has been a glitch, you've earned your day's pay.

After a bunch of DOs and YOU MUSTs, here is a DON'T: don't develop a great pride of authorship. The general will change your words, transpose sentences and use the wrong emphasis. Don't dispare! You will have done your job properly by getting the speech to the stage where the general can tinker with it. And there will be changes after you have had it typed up in speech-writer-sized type. And it will also change a little each time the general gives it. Remember, it is the general's speech, not yours.

Speech Clearances

Your general may be making speeches to groups ranging in size and interest from a small, local organization to large national groups with international news coverage. The speeches will likely center on USAF programs, plans, policies or operations. If these speeches meet certain criteria, they must be cleared in advance for security and policy content. Your point of contact for speech clearances is the Public Affairs Officer.

The criteria and procedures for obtaining clearances are contained in AFR 190-17, *Reveiw and Clearance of Department of the Air Force Information*. It provides for local commanders to clear unclassified information of a purely local or regional interest, including speeches, interviews and photographs. It also covers writing for publication. Some of your general's speeches may fall into this category and be clearable at the local level. Your PAO can tell you about it.

After you have heard a few of your general's speeches, you will discover that each new speech is bits and pieces of all the old ones. At this point the requirement to clear speeches will drop sharply. The thoughts have previously been okayed. When the occasion or change of status warrents new speech material, submit the new speech for PAO clearance.

Significant Speeches

The Secretary of the Air Force/PAO distributes monthly a projection of speeches and appearances by USAF general officers and civilians of equivalent grade. Your base PAO is responsible under AFR 190-2, *Official Public Appearances and Speeches and Invitations to Distinguished Visitors to Air Force Units*, to submit your general's activities. Officially the listing helps the community relations program by giving advanced information on the schedule of key personnel. It also ensures adequate representation at public events of interest to the Air Force. Unofficially it can help keep your boss from being caught uninformed and can contribute to your general getting another star.

It may happen that the Secretary of the Air Force, for example, is speaking to a civilian group only 60 miles from your base. Because of geography and politics the civilian organization may not think to invite "local" Air Force representation. A quick review of *Significant Speeches* can tip you off. Get an invitation and avoid a potentially embarrassing situation.

As a second example of its usefulness, recognize that part of the duties of all general officers is to represent the Air Force. The listing in *Significant Speeches* is one of the many ways generals keep track of who is out representing the Air Force at public meetings and conferences. The higher the rank your boss is the more important to get the speeches and public appearances listed. Bottom line: get your boss listed.

Chapter Four

PROTOCOL

Protocol is the customs and regulations dealing with ceremonies and etiquette. It is a combination of good manners and common sense developed gradually through the centuries. It goes without saying that an aide must be conversant with the rules of protocol for functions which the general is likely to attend. It is not within the scope of this handbook to cover every aspect of protocol. AFP 900-1, *Guide to Air Force Protocol*, is the source for protocol in the Air Force. Be sure to get a copy for your personal reference library. This handbook highlights only the aide's specific roles and some nice to know but hard to find information.

CALLING CARDS

Although you may have had little use for calling cards so far, your position as may change that. Depending on your duty station, and especially if it is overseas, a calling card may be useful and required. AFP 900-1 is a good basic reference for calling cards. The format for an aide's card is shown below:

Major James Blair Coker

AIDE TO LIEUTENANT GENERAL SMITH

United States Air Force

You may wish to have normal format cards for nonaide occasions.

HONORS ACCORDED DISTINGUISHED VISITORS

You will normally serve along with your general as a member of the receiving party for distinguished visitors. AFR 900-6, *Honors and Ceremonies Accorded Distinguished Visitors*, prescribes the procedures to follow at Air Force installations. The preparation for and assistance given to these visitors are usually the responsibility of the protocol officer or project officer. Your aide duties require that you work closely with this officer on your general's behalf. Complete guides for the protocol/project officer are in AFR 900-6.

Members of the receiving party are participants in the ceremony but are not part of the honor formation. The receiving party consists of the general, aide and a minimum number of staff officers to attend to the distinguished visitor's party. You should remain with those visitors not receiving honors and escort them away by a route outside the honor guard aisle.

CHANGE OF COMMAND CEREMONIES

Your general will be involved on change of command ceremonies as the incoming, outgoing or senior commander. The outgoing commander determines the extent of the ceremony and is responsible for all the arrangements, including adaptations required to fit the local situation.

Whenever possible, the commander from the higher echelon should participate in the ceremony. The primary purpose of the ceremony is to allow subordinates to witness the formality of command change. It should be official, formal, brief and dignified. AFM 50-14, *Drill and Ceremonies*, contains a description of the ceremony.

If your general is the outgoing commander, it is better for you to not be the project officer. You will be busy enough with other details. Assist the appointed project officer in any way you can. Although you may play only a very small part in the ceremony, you must know the complete plan. You must know what your general is expected to do during the ceremony and when and how it is to be done. You will be standing right behind your boss if your help is needed.

PARADES

Depending on your general's desires, you may or may not participate as part of the reviewing stand party at a parade. You might be of more service observing the parade plan execution or escorting a distinguished visitor. When you do participate, you stand one and

one-half paces behind and one pace to the left of your general. When there is more than one row of reviewing party and staff members, you stand one and one-half paces directly behind your general, regardless of rank precedence. All others are arranged according to protocol around you.

RANK AND PRECEDENCE

Military Rank and Precedence

Precedence among military officers on active duty is determined by date of rank in grade. When dates of rank are the same, precedence is determined by length of active Federal commissioned service. When date of rank and length of service are the same, Regular officers will precede Reserve officers. Regular officers take precedence among themselves based on date of appointment as a Regular officer. Reserve officers will arrange themselves by age, the oldest taking precedence. More detailed information on seniority and precedence is contained in AFR 35-54, *Rank, Precedence, and Command.*

To determine the precedence or relative rank of USAF general officers you can refer to the USAF General Officers Relative Rank List which is distributed by AF/MPG. Interservice seniority of Army, Air Force and Marine general officers and Navy flag officers is determined by date of rank in grade. An easy way for you to determine the precedence of a general or flag officer of another service is to call their aide.

Foreign Officer Rank and Precedence

There are a variety of titles used for "star" ranks from foreign countries. If your command or country of assignment places you in a position to use and refer to these "new" ranks, be sure you learn the proper titles quickly and from an official source. Being able to match correct titles with shoulder or sleeve markings can put you and your general at a quick advantage.

Rank Precedence Among Military and Civilian Officials

Determining precedence may become complicated when both military and civilian officials are involved. For national level precedence listings see AFM 900-1 or consult the Air Staff Protocol Office. The procedure becomes more intricate when state, county and

municipal officials are included. In the United States, ceremonial precedence is based on local custom and tradition. Your Public Affairs Officer knows the local customs and precedents to be observed. Work closely with the PAO to get and keep your local area precedence list current.

ETIQUETTE

Etiquette is the set of social and official forms prescribed by custom, usage or authority. This set constitutes the correct behavior when people deal with one another. By following these rules of good conduct, ladies and gentlemen show respect for the rights and dignities of all concerned. Proper etiquette is not artificial or arbitrary. When learned, these rules save time that would be wasted in deciding what is proper. Etiquette allows people to get on with the more important phases of the event.

Proper military etiquette follows civilian etiquette very closely. Your reference book on etiquette can be any accepted civilian book such as those by Emily Post or Amy Vanderbilt. *Service Etiquette* by Oretha D. Swartz and *The Air Officer's Guide* are both good references on formal service etiquette.

You need to be knowledgeable on social and official forms and procedures. Your general will entertain and be entertained frequently and you will be called on for assistance in planning, preparing and conducting these events. AFP 900-1 contains formats for invitations and acceptances as well as seating arrangement charts. Remember the most important consideration in planning a social event should be the comfort of one's guests. A clever aide/host can blend the proper mixture of prototcol, etiquette and common sense which will allow all the guests to enjoy themselves completely.

Chapter Five

MATTERS PARTICULAR TO GENERAL OFFICERS

There are many facts and circumstances given to new brigadier generals that are also useful to an aide. The following information comes from the information package they are given and from Air Force Manpower and Personnel Center.

FLAGS

Upon promotion, general officers are issued one American flag, a Brigadier General flag and two flagstaffs. Upon subsequent promotion an appropriate star flag is issued automatically on AF/MPG's initiation. Flag stands are a locally acquired and accountable supply item. Flags and flagstaffs are a one-time issue item of personal equipment that move with the general and are retained at retirement. Replacement of flags and flagstaffs is done through normal supply channels.

SIDEARMS

The issue of personal sidearm kits to general officers as outlined in AFM 67-1 was terminated in 1975. There will continue to be certain conditions where Air Force generals may need sidearms however. Examples are during field conditions, in a combat zone and in certain oversea locations. In such instances general officers will be issued on request a standard AF sidearm. This must be turned in upon reassignment.

GENERAL OFFICER STATIONERY

Standard Air Force general officer invitations, place cards and note paper for official social functions are available to all general officers. The invitations, place cards and note paper are the "fill in" type and all have embossed in color the general officer flag of the appropriate rank. The matching envelopes are plain. Detailed instructions for ordering are included in AFR 7-4, *Social Protocol Stationery*.

OFFICER AIDES

Officer aides in the Air Force are authorized only for general officers in command (or equivalent) positions. Joint positions and those outside the regular Air Force require by-position authorization.

In 1976 the Chief of Staff directed a reduction in the number and visibility of officer aides. Effective with the publication of a revised Air Force Manpower Guide in 1977, brigadier generals lost entitlements for officer aides. The current entitlements are as follows:

0–10	1 lieutenant colonel
0–9	1 major
0–8	1 captain
0–7*	1 lieutenant

*Brigadier generals are only authorized to use part-time additional duty officers from within existing resources. Special exceptions must be requested from the major commander.

Aides should wear aiguillettes only when visibility is required for the performance of their duty, as in a receiving line.

Rated or nonrated officers who have at least one year of active commissioned service may be aides. All full-time aides will hold the nonrated 70XX AFSC (Exec-Admin career field.) AFR 36-20, chapter 8, is the governing directive. Aide duty should not exceed three continuous years or a cumulative total of four years. Aides may not be related, by blood or marriage, to the general. Prior to interviewing rated officers as aide candidates or making assignment offers, consideration must be given to operational experience and gate requirements to see if the officer is releasable from flying duty.

ENLISTED AIDES

The enlisted aide program receives close Congressional scrutiny. They have currently set the Air Force ceiling at 105 aides. Enlisted aides are assigned based on the position and representational responsibilities of the general officer. All 0-10s and 0-9s who live in public quarters are authorized enlisted aide support. Only certain 0-8s and 0-7s, determined by their assignment, are authorized enlisted aides. HQ USAF/MPXFE is the enlisted aide functional manager.

FLYING REQUIREMENTS

USAF general officer positions are classified into three flying requirement groups. The first group is positions such as commander and

directors of operations of flying units where the general maintains basic flying skills in the performance of assigned duties. Positions in this group are designated only by the Chief of Staff.

The second group is positions where the general may need to maintain some degree of operational familiarity for their current job or to prepare for future assignments. Individuals in this group are limited to 24 missions per year. These positions are selected by the senior Air Force general officer in each MAJCOM or equivalent organization.

The third group includes all remaining positions where the incumbents do not normally perform aircrew duties. However, where specific tasking requires temporary operational flying, the senior Air Force general officer in a given command or agency may authorize limited flying to meet the tasking.

STANDARDS OF CONDUCT

Under AFR 30-30, *Standards of Conduct*, general officers are required to submit and keep current a DD Form 1555, Confidential Statement of Affiliations and Financial Interests. The disclosure statement is designed to discover and avoid possible conflict between private interests and official duties. Any gift, favor, entertainment, hospitality, transportation, loan, or any other tangible item or intangible benefit for which fair market value is not paid is a potential conflict of interest. AFR 30-30 and its attachments contain further guidance.

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Chapter Six

WORDS FROM THE AIDES' PROTECTIVE ASSOCIATION

On a personal note, greetings from the Aide's Protective Association. Every officer who has ever been an aide in any service is a member. We all know your position and are ready to help you. It may be the captain you never see who gets you a waiter when you are trying frantically to quietly attract his attention or the 0-6 who keeps a car from blocking your general's exit from a ceremony. You'll be amazed at the number of "call me anytime about anything" offers you'll get from those who've been there.

This chapter is mainly a collection of Do's and Don'ts compiled by Dick Szafranski. It is not all encompassing. The intent is to help you recognize situations when they come along. Some of the items are contradictory and you won't experience all of the situations. The hope is that by knowing that they exist you will be more confident when you encounter them.

A DO'S AND DON'TS LIST

DO...remember that you are first and foremost an aide to the military system. This system is a complex and hierarchical set of formal and informal relationships in which your boss will fill a prominent position. Secondly, you are an aide to the person filling a position. You do a disservice to the person when you disregard the system. Remember, the system will survive us all.

DON'T...ever let anyone do anything for you or your boss that is illegal, unauthorized, or extraordinary.

DO...learn everything you can about your boss's professional and personal habits and preferences. Get the following information listed on a card: full name; SSAN; ID card number; DOB; DOR; PLSD; precedence; height; weight; color of eyes and hair; car make, model, license number, decal number and registration renewal date; passport number and expiration; hat, coat, belt, glove, shirt and shoe sizes (any preferred brand name?); sports equipment characteristics (club weight, racket size, sport shoe size); preferred beverage and brand; allergies; types and dosages of medication; names and addresses of all family members; birth dates and anniversaries.

DON'T... forget to make a card with similar appropriate information for your boss's spouse.

DO...create a card file with a card for each professional associate and senior staff member. The cards should have: full name and duty title; nickname; spouse's name; mailing address; autovon, commercial and secure phone numbers for home and office; executive officer, aide and secretary's names; protocol officer's name and number; other personal data you deem appropriate. Leave one set at the office; carry a second set in your brief case.

DON'T...fail to make a similar file for personal friends and local key civilians.

DO...keep a wallet sized copy of yours and the general's travel orders. Make a wallet sized phone listing (autovon, commercial, secure, home and office) for all key staff members, key staff members at higher, collateral and subordinate headquarters, your protocol office and point of contact for airlift.

DON'T...be unprepared when you're on the road and the general asks you to get the Chief on secure.

DO...open a separate checking account to manage the general's expenses. The general's initial deposit will probably be $100. Add $300 to $400 of your own money. Keep a ledger of each expense that you make and present the full ledger sheet when the account needs more money. Always have $50 to $100 in cash on hand should the general request pocket money. You should complete and pick up travel vouchers, and with the general's consent, always deposit the money back in the aide account.

DON'T...open a checking account that does not have at least $1,500 of overdraft protection. International credit cards are also a must.

DO...plan on discreetly paying *all* the general's expenses: lodging, meals, stamps for personal letters, coffee fund, airline tickets, personal gifts, membership fees, club bills, and whatever else the general desires not to be bothered with. Save all receipts.

DON'T...overtip, contribute to flower funds or going away parties or anything else without the boss's guidance. Don't forget you are spending the general's personal money.

DO...learn what are "necessary" (receptions and dinners, official Christmas cards, mess dress dry cleaning) and "desired" (new insignia or gifts for subordinates) business expenses under current IRS rules. Keep a separate ledger of these expenditures and present it during the first week of January.

DON'T...be unfamiliar with such things as the "Ethics in Government Act of 1978." Don't make any more people than are absolutely necessary privy to any financial information. Military lawyers at your headquarters deserve your confidence in these matters.

DO...earn the general's confidence. There are many times when your boss will pass on insights that are for your information only.

DON'T...ever assume that anything the general says is for anyone's ears but yours. Sometimes the obvious difference between "I didn't like that" and "tell him I didn't like that" are not so obvious. Don't take any chances.

DO...faithfully communicate both the spirit and the letter of those messages you are asked to communicate. Write these things down; your memory may betray you.

DON'T...add or modify (deleting expletives is permitted) anything your general says. There is nothing wrong with honestly qualifying what you say with caveats which discriminate between what the general said exactly and what the aide believes the general meant.

DO...realize the general's time is always limited and that you should command the smallest portion of it. Learn to communicate with your boss by means of simple "Yes_____ No_____" notes. When your boss wants or needs to talk to you, you'll be called. Encourage the staff to use notes with the general; they can usually get better concise guidance that way.

DON'T...ever expect any feedback. If you need frequent positive strokes or warm fuzzies, you are in the wrong business. Remember, no news is good news. It means thing are humming and the boss is not seriously dissatisfied with your performance.

DO...strive to be an invisible positive force. Arrange things everywhere so that your boss's expenditure of time or effort is small. This means: desk set up in the morning; car or aircraft ready to go; hotel room ready; everything always ready to go—lacking only the general. Get up an hour early and retire after the next day's activities are fully coordinated.

DON'T...build agenda or itineraries that waste time. Shun unnecessary or elaborate arrival ceremonies, cut travel time to the bare minimum, and don't ever keep the general waiting. Don't be inflexible though; if the general chooses to linger at a place, that's exactly what the general will do.

DO...look sharp. Invest in new uniforms and civilian attire and dress in the same tone as the general. You are also responsible for the general's uniform and appearance.

DON'T...expect to make money as an aide. Being selected is like receiving a $100 a month cut in pay.

DO...become an expert on protocol and military ceremonies. Build a personal library of protocol and etiquette books and refer to them. Know how the general likes to do award ceremonies, pinnings, receptions, dinners, and everything else.

DON'T...leave anything to chance in any ceremony. Make sure you understand every ceremony completely, step by step, and that all the props are available. If you don't understand it, you won't be able to explain it to your boss.

DO...learn the varying customs and protocols of all US and allied services.

DON'T...let your ignorance cause your general embarrassment.

DO...learn how your general opens and closes correspondence with different people. You may be given case by case guidance, but know who warrants a first name salutation and a "warm regards" close. Remember "the system"; know who is senior to whom.

DON'T...forget that the junior should be on the phone before the senior is put on.

DO...make sure your office and home have the communications equipment you need to do your job. Coordinating a trip to Europe, with the difference in time zones, is extremely difficult if your quarters are not appropriately equipped. The general should be able to contact you instantly around the clock.

DON'T...forget that you are a member of the personal staff, not the special staff or the coordinating staff. Deal with executive officers, not action officers, and be very sensitive to the separation of staff responsibilities.

DO...remember that while on the road you are the aide, executive officer, protocol officer, and chief of staff. Always keep lines of communication active between your TDY location and the headquarters. It is your responsibility to ensure the staff can reach the general while traveling.

DON'T...give the staff *direct* access to the general while TDY unless the general desires it. The phones should ring in your room in the TDY quarters. This provides protection from crank calls, misdialing and calls at inconvenient times. *You* assess the urgency, summarize the problem, ask the questions the general would and present it all at the appropriate time. Be careful, however, never to assume command.

DO...get the general's approval of the "macro" travel schedule, then turn it into a "micro" schedule. Plan until you are comfortable and confident; think about it for a while more; then plan some more. Murphy's Law lives.

DON'T...trust anyone to do anything for you while on the road and don't deal with middle men. Do it yourself or talk directly to the person who will do it.

DO...keep an item by item inventory of bags and baggage while traveling. Make sure every bag has a distinctive tag. Make sure each one gets off and on the plane.

DON'T...depart a hotel room, office or TDY location without completing your inventory. Few aides have recovered from a lost bag.

DO...give your general plenty of space, time, and privacy.

DON'T...crowd.

DO...learn your boss's normal mode of dealing with media people.

DON'T...hesitate to firmly but respectfully take your boss by the elbow and disengage from people or situations you know the general desires to avoid. A "tight schedule" and a sharp aide have saved many generals from uncomfortable situations.

DO...ensure that the general is the last to board any conveyance and the first to leave it.

DON'T...walk in front of your general. Always position yourself to the left and one step behind. If the general desires you to lead the way, however, do so. When you are in an unfamiliar place, make sure that someone from that place is responsible for leading the way.

DO...keep a record of the people you work with in coordinating a trip or program. Always send thank you letters. The aide signs letters for normal courtesies received, the boss signs letters to principals or for any special courtesy.

DON'T...forget that people appreciate recognition and respond positively to it. Remember, you may pass by again, and need help again.

DO...keep a mini-office bag for traveling. Must items include: star stationery and memo pads; your memo pad; writing tablets; signature block stamp; pens and pencils; envelopes; extra buttons and a sewing kit; black socks; an unused handkerchief; file folders; extra eyeglasses for the general; clothes brush; aspirin; cold tablets; other prescribed medication; safety pins; and a pocket calculator.

DON'T...fail to let the general know what your carrying. Your boss may want to add to it.

DO...include your spouse in as many social activities as you can. Help your spouse become accustomed to your joint position and responsibilities.

DON'T...expect your spouse to become an expert without your help.

DO...provide the general, the general's spouse and any enlisted aides a five week forecast of social events, trips and activities where the general will not be eating or sleeping at home. Update the forecast weekly.

DON'T...fail to keep everyone who has a need to know informed (be selective in deciding who has a need to know).

DO...call another aide if you have a question or if you are going to be transiting that aide's turf. Even an "ops stop" should warrant a courtesy call to the local/MAJCOM aide.

DON'T...compromise your general's trust by agreeing with some disgruntled staffer that the general is in fact a "dummy." There is a fine line between saying "I think you'd better get the colonel to sign this first. You know how the general is about chain of command." and "I know it is a dumb idiocyncracy, but the general insists on going through the chain."

DO...walk around a lot. If you have something to say to individual staff members, go to their office. Try not to have substantive conversations at your desk. They'll expect an "official" word from you when you are enshrined in your desk in the front office. Also, when seniors do come in to talk to you at your desk, stand up.

DON'T...fail to insist on clear directions from your boss. Tell the general you are going to force meetings to start on time, you are going to be unquestionably loyal and unquestionably honest—even to the point of saying "That's a dumb idea, General." Find out if that's the way the general wants it. Come to an understanding.

DO...attend all staff meetings with your boss.

DON'T...expect this or any other similar collection of tips to be all encompassing. It is your job to make the unexpected, mundane or trivial—the potentially catastrophic disaster—a success.

DO...be humble. You aren't going to be an aide forever. Some day you'll be back out there in the cold world working with the same people you were dealing with as an aide.

THE STORY OF AN AIDE WHO LASTED ONE DAY!

On the aide's first day on the job he and the boss were going to Washington. After making the take-off, the general came back and sat down in the rear of the T-39. The aide looked up and said, "General, I hope you've got your raincoat because it's raining like hell at Andrews."

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APPENDIX

AIDE'S REFERENCE LIBRARY

1. *The New Emily Post's Etiquette*, by Emily Post. Funk and Wagnalls, New York, 1975.

2. *The Amy Vanderebilt Complete Book of Etiquette*, by Amy Vanderbilt. Doubleday, Garden City, New York, 1978.

3. *Service Etiquette*, by Oretha D. Swartz. United States Naval Institute, Annapolis, Maryland, 1977.

4. AFP 900-1, *Guide to Air Force Protocol*, current issue.

5. OPNAVINST 1710.7, *Social Usage and Protocol Handbook*, current issue.

6. DA Pamphlet 600-60, *A Guide to Protocol and Etiquette for Official Entertainment*, current issue.

7. AU-22, *Tongue and Quill*, Air Command and Staff College, current issue.

8. US *Government Printing Office Style Manual*, Washington, D.C., 1973.

9. AFR 35-10, *Dress and Personal Appearance for Air Force Personnel*, current issue.

RECEPTION PLANNING CHECKLIST

1. Check for conflicting events/commitments for key personnel on same date.

2. What facility will be used? Is it available? Is it of adequate size for the anticipated number of guests?

3. Determine seasonally appropriate dress for the occasion. Consider for military, civilian, male and female alike.

4. Are parking facilities adequate for the anticipated guests? Are special arrangements with Security Police required for parking or passing gate checks?

5. Are food and beverages appropriate for the time of day, number of guests, flow of the crowd and the occasion?

6. Has there been adequate advertistment/publication of the reception? Has the PAO arranged for local media coverage?

7. Have individual invitations been prepared and sent to special guests? Do they need transportation, quarters or other special arrangements?

8. Have the people who will be in the receiving line been designated and notified?

9. Has an arrival time been designated for various groups of people to allow a smooth flow through the receiving line?

SPEECH CHECKLIST

1. Who is the OPR? What office is responsible for preparing the draft of the speech?

2. Get the background of the event. What is the occasion's date, time, place, uniform and schedule? What is the audience's size, background, interest, and sensitivities? What other dignitaries will be there? What is their background? Who have been recent speakers to the group?

3. Has the topic and time length for the speech been set? If an open topic, provide the host organization coordinator with the topic the general will speak on. Provide a copy of the general's biography also.

4. Who will meet the general? Name, title/position.

5. Has the precise time of the general's arrival and meeting place been coordinated with the person who will do the greeting?

6. Set due dates for speech outline and first draft with OPR.

7. Has the speech been cleared through the PAO?

8. Photographers: yes or no? Ours to arrange or theirs?

9. Consider the general's participation in the meeting. Will it only be to give the address? Will there be a meal or meeting before or afterwards? Is the general expected to (or need to) leave right after speaking? Know the logistics for getting into and out of the room.

10. Do you know what to do if the media covers the event? (Consult your PAO before you go.)

11. Find out from the host coordinator what audiovisual equipment will be available. Make known your requirements and follow up, follow up, follow up.

12. Personally check out all microphones and projection systems the general will use.

TRAVEL CHECKLIST

Before the trip

- ____ Plan itinerary
- ____ Notify stations and MAJCOMs
- ____ Get key personnel rosters
- ____ Notification/permission of HHQ
- ____ Honors to be accorded?
- ____ VOQ/hotel reservations Room and phone numbers
- ____ Ground transportation
- ____ Uniform requirements Mess dress, winter, summer raincoat
- ____ Schedule and dress requirements for spouse
- ____ Weather
- ____ Take star/command flag along?
- ____ Travel orders
- ____ Brief aircraft commander
- ____ Inflight meals, refreshments
- ____ Departure and arrival times (local)
- ____ No flowers, fruit baskets, etc.
- ____ Point of contact at each station
- ____ Arrange for admin services at enroute bases
- ____ Coordinate security clearances with AFSSO
- ____ Check reports from last base visit
- ____ Awards and Decs: coordinate who has/brings medals, trophies, etc.
- ____ Review itinerary with boss
- ____ Command Post informed

Overseas Trips

- ____ Consult the Foreign Clearance Guide
- ____ Coordinate itinerary 45-60 days prior to trip—especially airlift and theater clearances
- ____ Passports/visas/shots current?
- ____ Check customs information
- ____ Obtain speech/interview guidance from PAO
- ____ Roster of key foreign dignitaries
- ____ Predetermine if host country will accord honors
- ____ Coordinate through protocol plaques, mementoes, etc., for foreigners
- ____ Carry extra mementoes to give out

After the Trip

- ____ Travel vouchers
- ____ Letters of appreciation
- ____ Record all gifts received

SAMPLE BIOGRAPHICAL CARDS

Local Organizations

ORGANIZATION: _____

PRESIDENT: _____ PHONE_____

OTHER OFFICERS:_____

_____

MEETS: _____ AT:_____

ORGANIZATIONAL INTEREST:_____

_____

PROMINENT MEMBERS: _____

_____

Local Key Personnel

NAME: _____ NICKNAME:_____

ADDRESS: _____

PHONE: HOME_____ OFFICE _____

OCCUPATION:_____

SCHOOL:_____ POLITICS _____

CLOSE FRIEND OF: _____

RELIGION:____ MILITARY STATUS:____

MEMBER OF: _____

Personal Friends

NAME: _____

ADDRESS: _____

PHONE: HOME_____ OFFICE _____

SCHOOL: _____

SPOUSE'S NAME: _____

CHILDREN: _____

_____

INTERESTS: _____

_____